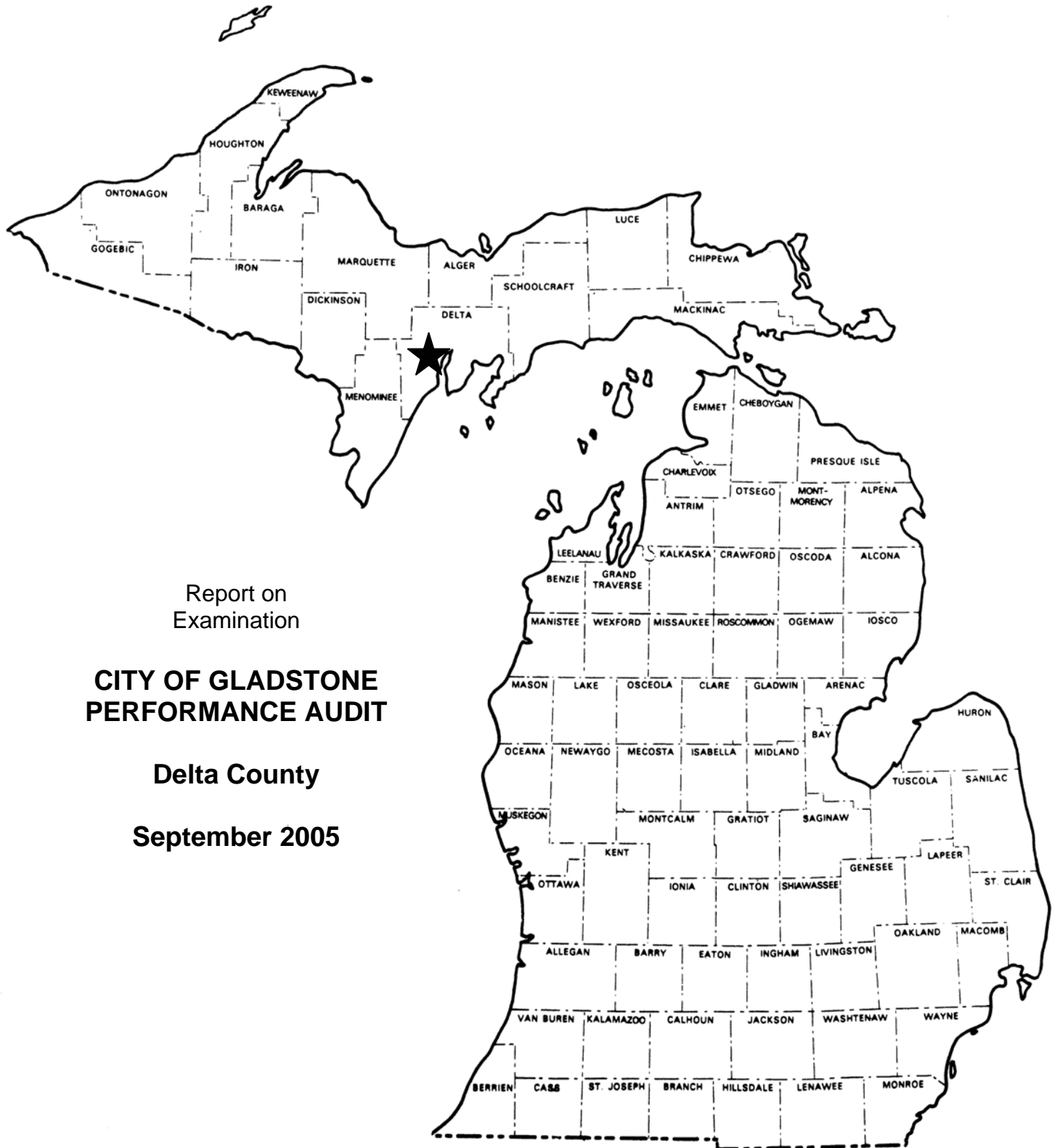


**STATE OF MICHIGAN**  
JENNIFER M. GRANHOLM, Governor  
**DEPARTMENT OF TREASURY**



Report on  
Examination

**CITY OF GLADSTONE  
PERFORMANCE AUDIT**

**Delta County**

**September 2005**

**PERFORMANCE AUDIT  
OF THE  
CITY OF GLADSTONE, MICHIGAN  
PUBLIC ACT 51 OPERATIONS  
SEPTEMBER 2005**

**SUBMITTED BY  
State of Michigan  
Department of Treasury  
Bureau of Local Government Services  
Local Audit and Finance Division**



JENNIFER M. GRANHOLM  
GOVERNOR

STATE OF MICHIGAN  
DEPARTMENT OF TREASURY  
LANSING

ROBERT J. KLEINE  
STATE TREASURER

October 6, 2005

Gladstone Mayor and City Council  
City of Gladstone  
P.O. Box 32  
Gladstone, MI 49837

Dear City Council:

As directed by MCL 247.663(11), we have conducted a performance audit of the City of Gladstone's Act 51 operations (street maintenance). We conducted our audit in accordance with the standards applicable to performance audits contained in Government Auditing Standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to provide a reasonable basis for our findings and conclusions. Accordingly, we have performed such procedures as we considered necessary in the circumstances.

A performance audit is an examination of management policies and procedures which focuses on determining whether management is effectively and efficiently meeting program objectives. The ultimate goal of an auditor conducting a performance audit is to identify areas for improvement and to work with management to implement policies and procedures that will result in suggested improvements.

This report contains our executive overview, a description of the City of Gladstone, audit objectives, conclusions, management's comments, other matters for management's consideration, and scope and methodology.

We appreciate the courtesy and cooperation extended to us during the audit.

Sincerely,

A handwritten signature in dark ink, appearing to read "CJ Vaughn".

Cary Jay Vaughn, CPA, CGFM  
Audit Manager  
Local Audit and Finance Division

# PERFORMANCE AUDIT -- ACT 51 OPERATION

## CITY OF GLADSTONE, MICHIGAN

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# **PERFORMANCE AUDIT -- ACT 51 OPERATION**

## **CITY OF GLADSTONE, MICHIGAN**

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### **WHAT WE AUDITED**

We audited the City of Gladstone's (City) Act 51 Operations (street maintenance) to determine whether management policies and procedures resulted in effective and efficient accomplishment of their organizational mission. Our attention was focused on the activities of the Public Works Department (PWD) street activities and the Engineering Department.

Our audit focused on whether or not the City was effectively and efficiently accomplishing its mission. However, our audit could not and does not purport to have tested all aspects of the City's performance. No implication should be made on aspects of performance other than those explicitly stated in this report.

### **AUTHORITY FOR AUDIT**

The 58th Amendment of Public Act 51 of 1951 (Act 51), being Michigan Compiled Laws (MCL) 247.663(11), states that in addition to financial compliance audits required by law, the Michigan Department of Treasury (Treasury) shall conduct performance audits and make investigations of the disposition of all State funds received by county road commissions, county boards of commissioners, or any other county governmental agency acting as the county road authority for transportation purposes to determine compliance with the terms and conditions of this act. This performance audit was conducted in response to this legislative mandate.

### **BACKGROUND**

The City of Gladstone is located on Little Bay de Noc (the northern end of Green Bay) in the Upper Peninsula of Michigan. Gladstone is a city of nearly 4,565 people and is located in Delta County, which has a population of nearly 40,000. The City Commission is comprised of the Mayor and four Commission members, who enact local laws, determine policies and adopt the annual budget. The City Manager is appointed by the City Commission and is responsible for the daily management of the City.

The Department of Public Works consists of the Director and five other employees as they relate to the maintenance of the streets.

## PERFORMANCE AUDIT -- ACT 51 OPERATION

### CITY OF GLADSTONE, MICHIGAN

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#### EXECUTIVE OVERVIEW

**OBJECTIVE ONE:** To determine if the City has long-range plans that meet their overall mission, including subordinate goals and plans.

Needs Improvement.

**OBJECTIVE TWO:** To determine if the City is complying with Public Act 51 requirements for planning.

Noncompliant.

**OBJECTIVE THREE:** To determine the existence and implementation of policy and procedure requirements related to Federal and State statute and management controls.

Needs Improvement.

**OBJECTIVE FOUR:** To determine whether the City of Gladstone is making efficient repair (maintain) vs. replace (buy or lease) decisions regarding road equipment (asset management).

Needs Improvement.

**MANAGEMENT'S COMMENTS:** The City chose not to respond to our report.

#### OBJECTIVES, CONCLUSIONS

**OBJECTIVES:** The overall objective of our performance audit was to determine if the City was effectively and efficiently accomplishing their mission of maintaining existing roads, improving the condition of road surfaces, and in making changes to accommodate traffic safety. The specific objectives developed after our initial survey along with our conclusions are noted below.

*When there is a Finding, Objectives are segmented into five different parts, which include Condition, Criteria, Effect, Cause, and Recommendation. All of these areas should be read in their entirety before making conclusions regarding any given objective. When there is no Finding, the Objective, Conclusion, and perhaps a "Suggestions for Management's Consideration" are stated.*

## PERFORMANCE AUDIT -- ACT 51 OPERATION

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**OBJECTIVE ONE:** To determine if the city has long-range plans that meet their overall mission, including subordinate goals and plans.

**CONDITION:** The City currently does not have a long-range plan in regards to its street program.

**CRITERIA:** Long-range planning is generally interpreted to include the development of a future state of being (vision) based on the needs of residents and the organizational mission. Management then conducts an assessment of the current state of street conditions and determines the variance. The long-range plan is then developed to set objectives and goals for narrowing the gap between the present state of street conditions and the future state that the city would like to achieve. A long-range plan would also include, among other items, a needs or priority listing showing which streets need attention and the estimate for their reconstruction.

The lack of long-range planning also contradicts the City's mission statement of "Our mission is to employ policies and strategies and municipal services for the future development of the City of Gladstone to promote the highest quality of life for its residents."

**EFFECT:** The City may be using their resources inefficiently. This may result in spending more of the city's money than what would be necessary. Because the City does not have a formal needs listing, the residents of the City are not properly informed about projects that will affect them.

**CAUSE:** The City has been performing long-range planning on an informal manner. Little of the planning has been in written form.

**RECOMMENDATION:** We recommend that the City develop a strategic plan. While the current system appears to have a successful result, the City should formalize the process making it available to future officials who may not be as experienced. By making the planning process more formal and in written form, it enables the process to be evaluated more easily by others. It also assists officials in the future to make comparisons with other time periods. When plans and strategies are in written form, the uninitiated will be better able to learn the process and will make fewer mistakes as a result.

A description for developing a strategic plan is included in this report in *Appendix A*.

**OBJECTIVE TWO:** To determine if the City is complying with Public Act 51 requirements for planning.

- A. A biennial plan as required by Act 51 for major streets; and
- B. A five-year nonmotorized projects plan as required by Act 51.

## PERFORMANCE AUDIT -- ACT 51 OPERATION

### CITY OF GLADSTONE, MICHIGAN

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#### PART A OF OBJECTIVE TWO--LONG-RANGE PLANNING: BIENNIAL PLAN AS REQUIRED BY ACT 51 FOR MAJOR STREETS

CONDITION: The City of Gladstone is not meeting the Act 51 requirement for biennial planning of major street programs.

CRITERIA: MCL 247.664 states: "Each county road commission and city of the state shall prepare biennial primary road and major street programs, based on long-range plans, and shall make the programs available for review by the public."

EFFECT: The City is in noncompliance with State statute.

CAUSE: The City does short and long-term planning on a limited basis. This type of planning is performed by city officials using their judgment and experience.

RECOMMENDATION: We recommend that the City of Gladstone prepare a biennial plan for major street programs as required by MCL 247.664 and make the programs available for review by the public. The biennial plan should list specific projects to be programmed for a two-year period regardless of the funding source.

#### PART B OF OBJECTIVE TWO--LONG-RANGE PLANNING: FIVE-YEAR PLAN FOR NON-MOTORIZED IMPROVEMENTS AS REQUIRED BY STATE STATUTE

CONDITION: The City is not meeting the Act 51 requirements for planning nonmotorized transportation improvements.

CRITERIA: Act 51, as noted in MCL 247.660k, requires the City to "annually prepare and submit a 5-year program for the improvement of qualified nonmotorized facilities which when implemented would result in..." specified expenditure levels.

EFFECT: The City is in noncompliance with State statute.

CAUSE: The Michigan Department of Transportation has not published guidance on the format or submission requirements of the nonmotorized transportation 5-year program. However, there was no 5-year program that would fulfill these requirements on hand in any format.

RECOMMENDATION: We recommend that the City of Gladstone prepare and submit an annual five-year program for the improvement of qualified nonmotorized facilities as required by MCL 247.660k. While the Michigan Department of Transportation has not published guidance on the format or submission requirements of the nonmotorized 5-year program, we recommend that the City prepare a formal 5-year plan for the improvement of nonmotorized facilities in a form that they believe would be appropriate and have it available for public inspection.



## PERFORMANCE AUDIT -- ACT 51 OPERATION

### CITY OF GLADSTONE, MICHIGAN

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**OBJECTIVE THREE:** To determine the existence and implementation of policy and procedure requirements related to Federal and State statute and management controls.

**CONDITION:** The City has not implemented some of the policies that we investigated during our audit. Most of the policies would have very little occurrence within the City. A few of the more significant policies that the City did not implement are listed below.

These policies include automated clearing house (also known as electronic funds transfer), bridge and culvert replacement, drug testing, freedom of information, hazardous material removal, and mailbox damage reimbursement.

During the survey phase of our audit, we also found no complaint logging system. The only "official" complaints are those that are in writing. They have no system of recording the written or the verbal complaints received.

**CRITERIA:** While the "Uniform Accounting Procedures Manual for County Road Commissions" (accounting manual) is for county road commissions, many aspects of it can be applied to cities and villages which would enhance management controls.

According to the accounting manual, "Road Commissions (cities and villages) should establish policies to aid in the administration of the organization. Policies lay out guidelines that new employees and new commissioners (management) can readily acquaint themselves with. Policies establish standard operating procedures in many areas of the Road Commission (city and village) business. Policies can insure uniform and consistent answers and treatment of procedures."

"Policies need to be adopted by the board (council) at a board (council) meeting...An annual review of policies should be performed by the staff, and as needed, updated in the form of amendments."

A comprehensive listing of example policies is illustrated in the accounting manual. The accounting manual is published by the Michigan Department of Treasury, Local Audit and Finance Division, and is available on our website at [www.michigan.gov/treasury](http://www.michigan.gov/treasury).

**EFFECT:** The standards used by the City may change with time. Future employees and officials may not know how to conduct themselves in certain situations and would have to develop completely new policies. This "reinventing the wheel" is unnecessary if policies have been adopted and placed in a location where those who need them can access them.

**CAUSE:** The City has been small enough that these procedures may not have seemed necessary in the past.

**RECOMMENDATION:** We recommend that the City develop the policies listed in Appendix B. The listing is for county road commissions. However, many aspects of it can be applied to cities and villages which would enhance management controls.

## PERFORMANCE AUDIT -- ACT 51 OPERATION

### CITY OF GLADSTONE, MICHIGAN

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**OBJECTIVE FOUR:** To determine whether the City of Gladstone is making efficient repair (maintain) vs. replace (buy or lease) decisions regarding road equipment (asset management).

**CONDITION:** The City does not maintain records regarding repairs and maintenance on individual vehicles to determine the true cost of maintaining the individual vehicle.

**CRITERIA:** An organization should have a formal, written plan established in order to evaluate the optimal level of resources to have on hand. There should be a formal, written plan in order to evaluate the need for replacement of assets on hand. Work Process Measures using the approaches of Cost-Effectiveness and Efficiency Reviews, or Management Analysis should be established in order to evaluate the optimal level of resources on hand and in use by any organization. The cost of maintaining aging equipment, if retained, should be lower than the cost of purchasing new equipment.

**EFFECT:** The City could be spending more money on repairing and maintaining equipment than is needed. Lack of applying the costs of repairs and maintenance to specific pieces of equipment could cause the City to keep the equipment longer than it is beneficial to do so.

**CAUSE:** The City has not established any formal procedures or requirements to track the costs of repairs and maintenance.

**RECOMMENDATION:** We recommend that management establish written procedures regarding equipment replacement documenting the factors used in the decision process. In establishing these procedures, we recommend that management actively analyze equipment costs from a profit/loss perspective. Equipment is depreciated over a period less than the actual useful life in accordance with MDOT depreciation schedules. Rates are set with consistency being the primary objective, so similar equipment is priced nearly or exactly the same. The result is that equipment, on an individual basis, experiences losses in the initial years (while being depreciated) and generates profits in later years (after full depreciation). While an older piece of equipment shows a profit, it may actually have a higher direct cost (parts, labor, depreciation) than a newer piece of equipment. We suggest that management not only consider profit and loss on equipment, but also consider the direct costs associated with each piece of equipment. Tracking direct costs will help in making repair vs. replace decisions. We also suggest management consider higher rates (limited by Michigan Department of Transportation's Schedule C) for equipment with higher than usual direct costs. A higher rate would decrease demand for the equipment and encourage use of equipment with lower costs. Formal written procedures also would aid the City if or when any personnel transitions were required.

## **PERFORMANCE AUDIT -- ACT 51 OPERATION**

### **CITY OF GLADSTONE, MICHIGAN**

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#### **OTHER MATTERS**

##### **Unlawful Loan of City Funds**

CONDITION: On February 9, 2004, the City approved to donate \$3,000 to the Gladstone Volunteer Firemen for the purchase of a containment cage to be repaid through future donations. On April 12, 2004, the City approved a \$4,500 loan to the Gladstone Kiwanis to purchase playground equipment in Wintergreen Woods (this loan will be paid off in three years \$1,500/year through their fundraisers). On February 28, 2005, the City approved to loan to the Gladstone Volunteer Firemen up to \$1,500 for the purchase of raffle prizes to be paid back as funds are received.

CRITERIA: According to Constitutional provisions, Michigan Constitution of 1963, Art. 7, Section 26, "Except as otherwise provided in this constitution, no city or village shall have the power to loan its credit for any private purpose or, except as provided by law, for any public purpose."

EFFECT: The City is not in compliance with the State Constitution. The City may also not be reimbursed the full amount or be reimbursed during the time allotted if the fundraisers do not raise the funds promised to be repaid.

CAUSE: City personnel were not aware of the Constitutional restriction.

RECOMMENDATION: We recommend that the City discontinue the practice of loaning organizations money to help fund a fundraiser and comply with State law.

##### **Illegal Expenditures**

CONDITION: On March 14, 2005, the City approved Gladstone's Little League's request to apply for 2% Hannahville funding through the City of Gladstone to help defray costs of a lighting project.

CRITERIA: According to the Opinion of the Attorney General, 1957, No. 3066, page 476, City funds may not be used for contributing to the expenses of private voluntary groups operating recreation facilities for children.

EFFECT: The City is not in compliance with State statute. The City may also not be reimbursed the full amount or be reimbursed during the time allotted if the fundraisers don't raise the funds.

CAUSE: City personnel were not aware of the statutory requirement.

RECOMMENDATION: We recommend that the City discontinue the practice of donating city funds to private organizations.

## PERFORMANCE AUDIT -- ACT 51 OPERATION

### CITY OF GLADSTONE, MICHIGAN

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#### Violation of the Open Meetings Act

CONDITION: On September 8, 2003, the City Council approved to go into closed session to “discuss a written attorney’s opinion.” The minutes did not indicate if the written attorney’s opinion was related to any pending litigation involving the City. On March 22, 2004, the City Council approved to go into closed session to discuss an employee’s disciplinary action. The minutes did not indicate any request from an employee requesting a closed session.

CRITERIA: MCL 15.268 Section 8 (b) of the Open Meetings Act states: “A public body may meet in a closed session to consider the dismissal, suspension, or disciplining of, or to hear complaints or charges brought against, or to consider a periodic personnel evaluation of, a public officer, employee, staff member, or individual agent, if the named person requests a closed hearing. A person requesting a closed hearing may rescind the request at any time, in which case the matter at issue shall be considered after the rescission only in open sessions.” (emphasis added)

MCL 15.268 Section 8 (e) of the Open Meetings Act states: “To consult with its attorney regarding trial or settlement strategy in connection with specific pending litigation, but only if an open meeting would have a detrimental financial effect on the litigating or settlement position of the public body.”

MCL 15.267, Section 7 (1) of the Open Meetings Act states, in part: “The roll call vote and the purpose or purposes for calling the closed session shall be entered into the minutes of the meeting at which the vote is taken.”

EFFECT: The City is not in compliance with State statute. A court could overturn any decisions made by the City Council due to these violations of the Open Meetings Act.

CAUSE: City personnel were not aware of the statutory requirement.

RECOMMENDATION: We recommend that the City discontinue holding closed sessions relating to City personnel unless held in accordance with the State law above. If a meeting is held in accordance with the Open Meetings Act, the purpose of the closed session should be clearly defined in the minutes.

## **PERFORMANCE AUDIT -- ACT 51 OPERATION**

### **CITY OF GLADSTONE, MICHIGAN**

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#### **SCOPE AND METHODOLOGY**

This audit was conducted in accordance with Generally Accepted Government Auditing Standards by the following auditors during the period of July 2003 to July 2005: Derek J. Hall; Shirley M. Grant, CPA; and Amy Renshaw. The audit included an evaluation of the operations of the City of Gladstone, as they relate to Public Act 51, in effect at the time of our audit. Evaluations included, but were not limited to, a review of financial information for the period 2000 to 2004, the five-year capital improvement plan, a survey of the residents of the City, a tour of the facilities, a tour of the streets maintained by the City, interviews with key management officials, equipment information, and a questionnaire administered to employees. Specific objectives were selected based on an initial one-day onsite survey and the results of the evaluations noted above.

#### **APPENDIX A: Strategic Planning Methodology**

The following is an example of strategic planning methodology and is not intended to reflect on the strategic plan of the City of Gladstone or a lack thereof. It is for informational and instructional purposes only.

Strategic planning is a disciplined effort to plan organizational efforts over a specific period of time, generally 5 years, to reach a desired performance level. The desired performance level, or end state, is often called a "vision." The following methodology can be used by an organization to develop a strategic plan. Organizations usually develop their strategic plan in a series of facilitated workshops. The facilitator can be someone from your own organization or a professional facilitator.

Strategic planning begins by identifying the organization's mission. The mission of an organization describes its reason for existence. Mission statements are broad and expected to remain in effect for an extended period of time. The statement should be clear and concise, summarizing what the organization does by law, and presenting the main purposes for its entire major functions and operations.

Next, the planners identify and survey their customers to determine their expectations for the organization. In the case of a city, the customers would be the citizens of the city, businesses located in the city, etc. Once the customer expectations are identified, they are consolidated and then compared to the organizational mission. It is important that the customer's expectations be consistent with the organization's mission, before developing the organization's vision. Prior to developing the organizational vision, the city must also identify and consider assumptions that will impact their ability to implement their vision.

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### CITY OF GLADSTONE, MICHIGAN

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Assumptions are those anticipated events and trends that the group conducting the strategic plan believes will impact their ability to implement their vision and the objectives and goals, which will be implemented to reach the vision. The assumptions may force the organization to alter their vision or to modify objectives and goals. As such, the assumptions are taken into consideration twice, first when forging a vision and then when developing objectives and goals to implement the vision. Examples of assumptions include, budgetary constraints, expected retirement of key employees and introduction of new technology.

With the mission, customer expectations and assumptions developed, the organization is now ready to develop a vision. The vision is an overarching statement of philosophy or strategic purpose intended to convey a vision for the future and an awareness of challenges from a top-level perspective. An example of a vision is “to provide a full spectrum of street maintenance services that exceed the expectations of customers.”

Next, the present state of performance is compared with the expectations of the city’s customers to identify the performance gap. The performance gap consists of those items that must be addressed by the city when they develop their objectives and goals.

The objectives are management’s assertions regarding progress (e.g., the city will improve nonmotorized transportation routes). The goals are specific performance measures that the city will work towards achieving for a particular year (e.g., twenty miles of new nonmotorized transportation routes per year along specific streets, a new bridge, specific streets that will be repaved). As previously noted, management must also consider the impact of assumptions on objectives and goals. In some cases, assumptions will change the manner in which management addresses a particular objective or goal. An example would be an objective that requires the building of new bridges, which would be influenced by the assumption that only so much critical bridge funding will be available over the next 5 years.

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Summarizing the above process, the strategic plan itself includes a mission statement, general performance goals and objectives, a description of how the goals will be achieved, and an indication of how program evaluations were used in establishing or revising the goals. The description of how the goals will be achieved should include a schedule for significant actions, a description of resources required to achieve the goals, and the identification of key external factors that might affect achievement of the goals. Goals should be expressed in a manner that allows a future assessment of whether it was achieved; therefore, it is usually a measurable (e.g., number of transactions per employee per year).

In the initial strategic planning process, it may be possible to use the information gathered by the auditors during their recent performance audit to determine customer expectations and current performance levels. Management could then do an initial strategic plan incorporating this information with the plans and projects already scheduled for the out years. This would help management consolidate all planning, regardless of the funding and identify any realistic customer expectations that are not otherwise being addressed. Such a plan would also provide one source of information to the general public on the city’s objectives.

## PERFORMANCE AUDIT -- ACT 51 OPERATION

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#### **APPENDIX B: Potential Policies and Procedures**

Below is a listing of subjects that some county road commissions have incorporated into formal board policies. Required policies are noted with an asterisk (\*). Subjects with a double asterisk (\*\*\*) should be reviewed to determine whether a policy should be adopted by the board. All other policies are optional. This listing is not meant to be all inclusive.

- Abandonments
- Accounts Receivable Authorizations
- Advance Vacation Pay or Early Payroll Check
- Affirmative Action
- All Season Road Specifications
- Audits
- Borrowing of Road Materials
- Bridge and Culvert Replacement
- Bridge Definitions
- Brush Cutting Guidelines
- Budget Appropriation Act
- Business Revolving Credit Accounts
- Career Development
- Cash Disbursement (Standard Operating Procedure)
- Catastrophic Illness
- Chain of Command
- Change in Existing Grade or Alignment
- Check Cashing Time Limit
- Citizens Wishing to Address the Board
- Clerk of the Board Designation
- Closed Meetings
- Clothing Allowance
- COBRA Premiums
- Commercial Drivers License
- Consultant Evaluation Record Keeping
- Contractor Evaluation Record Keeping
- Cost Sharing-Reconstruction, Recaps, Replacement of Curbs, Bridges, Etc.
- County Drain Improvements
- CRAM Committee/Board of Director Appointments
- Credit Cards
- Crediting Investment Income on Township Deposits to Project
- Damage Claim Payments
- Damage to Asphalt Surface
- Dead Animals
- Dedication of Platted Subdivisions Street Surfacing
- Deferred Compensation Program
- Density Testing

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### CITY OF GLADSTONE, MICHIGAN

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Designation of Person Responsible for Providing Proper Meeting Notices  
Ditching Along Primary Roads--Cost Sharing  
DNR/DEQ Permits  
Drug Free Workplace/Substance Abuse  
Drug Testing Policy  
Dust Control Chemicals  
Emergency Weather Procedure  
Employee Assistance Program  
Employee Bonds  
Engineering Costs on Local Road Projects  
Equal Employment Opportunity  
Equipment Rentals  
Establishment of Truck Routes in Townships  
Ethics  
Family and Medical Leave Act Fixed Asset Determination  
Flexible Benefit Plan  
FLSA Exempt Employees  
Former Employee Fee for Deposition/Court Appearances  
Freedom of Information  
Grades on Gravel Roads  
Gravel Testing  
Guardrail on Local and Primary Roads  
Haul Route Requirements  
Hazardous Material Removal  
Hiring Committee  
Indemnity  
Injury Management, Physicals, Drug Testing  
Inspection Procedures and Charges to Government Units  
Installation of Driveway Culverts/Sewer Lead/Signs  
Insurance Coverage  
Inventory Control  
Investments  
Invoices  
Job Evaluation Plan and Compensation System  
Leave of Absence for Non-Union Employees  
Long Distance Calls on Out of Town Business  
Longevity Death Benefit for Salaried Employees  
Longevity Pay  
Mailbox Standards and Mailbox Damage Reimbursement  
Management Bargaining Unit  
Maps  
Meetings With Townships Officials  
Michigan Right to Know Law  
Minimum Width of Surfacing and Graded Shoulder



## PERFORMANCE AUDIT -- ACT 51 OPERATION

### CITY OF GLADSTONE, MICHIGAN

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MIOSHA

Monument Boxes

Mutual Aid Agreement

Notification of Fatalities Involving Road Commission Employees

Notification of MISS DIG

Obtaining ROW

Office Hours

Open Meetings Act/Robert's Rules of Order

Overhead Charges

Overweight/Overwidth/Overheight Move Rules and Regulations

ORV's

Pavement Marking/Striping--Annual Review

Payment of Vacation and Sick Leave Upon Retirement/Termination

Payroll Check Direct Deposits

Permits

- Authorization to Shut Down Operations in ROW Without Permit Annual Cab Cards

- Fee Schedule

- Fiber Optic Cable

- Requirements and Insurance

- Municipality

- Underground Utility

- Work in Right-Of-Way

- Work Notification

Personal Use of Road Commission Vehicles

Petty Cash

Private Contractor Agreements Negotiated by Townships

Private Driveway/Road Maintenance

Purchase Orders

Regraveling of Local Roads

Railroad Grade Crossings

Retirement Contributions

Retirement Gifts

Right Of Way Acquisition Procedures on Federal Aid Routes

Road Closures for Traffic Emergencies

Road Damage

Road Markings

Road Name Change Fees

Road Name Signs

Roadside Drains

Safety

Salaries

Seasonal Road Designation

Selling Materials

Service Charges on Townships Invoices

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### CITY OF GLADSTONE, MICHIGAN

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Service Requests  
Sexual Harassment  
Sick/Vacation Leave in-Lieu-of Hospitalization Insurance  
Sidewalks for Commercial Frontages  
Signing-Joint Projects With Townships  
Signing of Documents  
Smoke Free Work Place  
Snowmobiles  
Soil Erosion and Sedimentation Control  
Special Assessments for Road/Street Improvements  
Specifications for Boring, Jacking and/or Tunneling Roads  
Surviving Spouse--Health Insurance  
Supplemental Annual Report  
Temporary Pay Rate  
Tiling of Ditch With Right-of-Way  
Time Cards  
Townships Billings  
Township Contributions  
Township Cost Share  
Traffic Control Devices  
Traffic Control Orders, Surveys, and Recommendations  
Travel Policy  
Tree Replacement  
Tree Stump Removal/Sidewalk Repair  
Tree Trimming  
Unemployment Compensation  
Village/City Streets  
Winter Construction